

## CHAPTER NINE – APPENDICES

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### Appendix A

#### *Needs Analysis Objectives*

We propose that the National MAC Group Objectives or Goals to be met for the number of Interagency Type I and Type II IMT's and Area Command Teams be based on the data from the Needs Analysis developed in January of 2004 by the NIMO Study Task Group and are:

- To have no IMT's or Area Command Team or support overhead assigned more than 60 days per year on incidents 80% of the years over a ten year period.
- To meet the maximum number of Interagency IMT's and Area Command Teams needed at one time 80% of the time over a ten year period.

For example in 2003, using the total number of days assigned, 76 IMT's would be required to meet the maximum of 60 days assigned commitment. Five of the last 10 years the 60 day commitment would have been exceeded using the current number of 51 teams.

If we had 65 Incident Management Teams we would meet both objectives in 8 of the past 10 years.

From the 2004 Needs Analysis, 75% of team use for the past 10 years falls between June 1 and October 1.

Efficiency assumptions:

1. With the development and emphasis on the local type 3 team concept, it can be assumed that efficiencies will be gained and total yearly day commitment to incidents will be reduced if the following standards are established and followed.
  - Type 1 and 2 Interagency IMT's will be released and replaced by type 3 teams when the complexities both current and predicted could be accomplished by a type 3 team.
  - Type 2 teams will only be used when actual and predicted complexity indicates.

- The training and rapid deployment of type 3 teams is essential to the success rate of incident containment or efficient transition to a type 1 or 2 team.
  - Type 3 teams are managed at the local interagency subgeographic level.
  - The number of established type 3 teams is commensurate with historical subgeographic workload.
2. Pre planning of the following actions could “bank” IMT days for use during the latter part of the season.
- Pre set rules of engagement and use needs to be established with Canada for the use of their IMT’s. These teams could be used in June and July in projected severe seasons to bank days for later in the summer.
  - Pre set rules of engagement and use needs to be established with states that have their own IMT program. Most of these teams are in CA, OR and NC. These teams could be used outside of the core season to again bank Interagency IMT days for later use.
  - The proposed Federal and State Wildland Fire Agency Reserve Program could be used to organize and establish “serge IMT’s for use if the problem comes up of needing more than 65 IMT’s at one time.

**Paul, Mike Edrington will forward an updated version of this to you next week.**

**Type II IMT Wildland Fire**

Total days	Total assign.	Ave days / assign	
2003	2573	177	15
2002	1813	156	12
2001	1534	131	12
2000	2445	193	13
1999	1121	105	11
1998	723	73	10
1997	356	27	13
1996	2306	186	12
1995	707	58	12
1994	2654	207	13

**Type II IMT non Wildland Fire**

2003	314	14	22
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2002	59	3	20
2001	26	3	9
2000	0	0	0
1999	29	3	10
1998	41	5	10
1997	58	4	15
1996	20	2	10
1995	99	8	12
1994	100	5	20

**Total use Type II IMT's**

2003	2887	191	15
2002	1872	159	12
2001	1560	134	12
2000	2445	193	13
1999	1150	108	11
1998	764	78	10
1997	414	31	13
1996	2326	188	12
1995	808	66	12
1994	2754	212	13
10 yr av	1698	136	12

**Area Command Wildland Fire and non Willand Fire**

2003	263	10	26
2002	182	11	17
2001	46	3	15
2000	297	10	30
1999	58	2	29
1998	34	1	34
1997	42	3	14
1996	84	5	17
1995	0	0	0
1994	113	6	19
10 yr av	111	5	20

**THREE YEAR ROLLING AVERAGE - NUMBER OF DAYS OUT PER TEAM**

	TII IMT's	TI IMT's	
2001-2003		60	73
2000-2002		56	70
1999-2001		49	52
1998-2000		42	47
1997-1999		22	23

1996-1998	33	33
1995-1997	33	26
1994-1996	56	52

Note - time was added for transitions and travel times to length of assignments

Note - NPS all ris all Risk IMT assignments were not added in per NPS dir

Note - FMU workload was not added to the Type II figures as we had number of assignments but not le

The number of assignments are: 94=1,95=1,96=8, 97=4, 98=7, 99=5, 00=10, 01=20, 02=25,  
03=20

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## Appendix B

### Process to Determine Team Days Assigned

The following describes the process used to determine pure NIMO days used during the shoulder season and the VM/CSL/NIMO IMT days during the core season for Options 3, 4 and 5.

- 10 year average number of IMT assignments = 196.
- 10 year average length of IMT assignments = 14 days.
- 10 year average of 25% (49) assignments are in the shoulder season.
- 10 year average of 75% (147) assignments are in the core season.

#### EXAMPLE

- 49 shoulder assignments X 120 people / team X 14 day assignments = 82,320 people days.

$\frac{82,320 \text{ person days}}{1800 \text{ NIMO employees}} = \underline{46 \text{ days}}$  for each NIMO employee

- 147 core season assignments X 120 people / team X 14 day assignments = 246,960 people days

- $\frac{246,960 \text{ person days}}{5850 \text{ total employees}} = \underline{42 \text{ days}}$  for each NIMO/VM/CSL employees

## Appendix C

### Implementation Strategy

A listing of objectives are provided to facilitate the transition from the current organization to the NIMO options identified. Although the objectives may vary in each option there is a common thread that weaves through each.

#### Common Objectives:

1. Transitions must be complete within a maximum of 12 to 24 months.
2. Consideration to less than full implementation of any option could be undertaken commensurate with budget and IMT qualification limitations.

Option 1: Continue with existing system and policies. We do not recommend spending any additional time here. It is not working now and will not work in the future based on information in this report.

#### Option 2:

- Revise agency policies to require strong local interagency T3 IMT organizations (3 months).
- Revise agency policy to require minimum 3-year commitment to incident management (3 months). This will be the easy portion of the option; the difficult portion of policy action will be to instill a cultural change that incites the desire of employees/supervisors to want to participate. Cultural changes will take several years to accomplish.
- Develop standards and recruit personnel for T3 organizations with strong local government participation (Geographic Areas and Local units). (6 months)
- Complete all actions within 12 months.

#### Option's 3,4, and 5:

- Identify, recruit and assign key leadership positions for NIMO organization (6 months).
- Develop position descriptions, performance standards and selection criteria for IMT positions (6 months).
- Develop a long term (3-5 year) recruitment plan for filling NIMO vacancies.
- Staffing for NIMO employees in these options will come from existing federal, state agencies and private wildland fire contractors. These positions will be "backfilled" through normal recruitment processes for the agencies.
- Identify funding strategies from within and outside the agencies to include potential funding source from agencies such as DHS (6 months).
- Identify incentives for NIMO partners from State and local government agencies (3 months)

- Identify whom the NIMO personnel will work during the inception period (1 month). Suggest the Chair of the National MAC during this inception period but determine long term reporting relationships (6 months)
- Revise agency policy to require minimum 3-year commitment to incident management (3 months). This will be the easy portion of the option; the difficult portion of policy action will be to instill a cultural change that incites the desire of employees/supervisors to want to participate. Cultural changes will take several years to accomplish.
- Revise current training frequency to provide pre-requisite training for future IMT members (12 months).
- Develop policies, procedures and standards and “Service First” rules or other applicable rules of engagement that would fully use all federal, state and local agencies of operation for NIMO (12 months).
- Recruit and fill NIMO positions (In stages over 3 years)
- Complete all actions within 36 months.

Non-fire activities are value added from the NIMO options:

Options 3-5 will provide NIMO activation and the development of this organization. It is expected that the teams and personnel assigned to NIMO could spend 100 days on emergency assignments throughout the year leaving 120 days for other activities. Internal team training activities will be a priority to further advance skills of the participants. NIMO personnel will be the highest skilled and qualified from all agencies and will use this expertise in mentoring, training, team development and advancing the skills of type 2 and 3 organizations. These Type 2 and 3 organizations will provide a continuing pool of apprentice applicants for NIMO vacancies. The NIMO skills in team activity will also be a valuable asset to other governmental agencies in their development of teams to meet internal needs and DHS requirements.

Because of a high skill level in fire and other resource discipline skills<sup>1</sup> NIMO personnel will provide an array of special skills in fire and fuels management, environment assessments, NEPA compliance. They will also be available for implementation of fuels and land management activities.

Agencies annually participate on multiple committees and work groups throughout the year. NIMO personnel will be highly skilled and qualified and could replace key agency personnel as subject matter experts of many of these committees. Expertise would also be loaned to field evaluation of equipment and other technology development projects.

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<sup>1</sup> As an overall value added to the agencies Resource Management personnel will make up part of the NIMO organization. Resource Management people will bring the skills of their discipline to NIMO.